

ORDER FOR SUPPLIES AND SERVICES					IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution		PAGE 1 OF 2 PAGE(S)	
1 DATE OF ORDER 09/29/2020			2 ORDER NUMBER 47QFMA20F0038		3 CONTRACT NUMBER 47QTCCK18D0029		4 ACT NUMBER A22063960	
FOR GOVERNMENT USE ONLY	5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION			
	FUND 285F	ORG CODE Q03FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME	
	FUNC CODE AF151	C/E CODE H08	PROJ /PROS NO	CC-A	MDL	FI	G/L DEBT	
	W/ITEM	CC-B	PRT /CRFT	AI	LC	DISCOUNT		
7 TO: CONTRACTOR (Name, address and zip code) Nancy Dunn DELOITTE CONSULTING LLP 1919 N LYNN ST ARLINGTON, VA 222091742 United States (b) (6)					8 TYPE OF ORDER B DELIVERY		REFERENCE YOUR	
					Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated			
					This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract			
					C MODIFICATION NO 000 TYPE OF MODIFICATION:		AUTHORITY FOR ISSUING	
9A EMPLOYER'S IDENTIFICATION NUMBER 061454513				9B CHECK, IF APPROP WITHHOLD 20%		Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged		
10A CLASSIFICATION 2X For-Profit Organization					10B TYPE OF BUSINESS ORGANIZATION C Corporation			
11 ISSUING OFFICE (Address, zip code, and telephone no.) GSA Region 3 William T Houseman 100 S Independence Mall W PHILADELPHIA, PA 19106-3400 United States (b) (6)			12 REMITTANCE ADDRESS (MANDATORY) DELOITTE CONSULTING LLP 1919 N Lynn Street Arlington, VA 22209-1747 United States		13 SHIP TO(Consignee address, zip code and telephone no.) Nicholas Thottam 1314 Hardwood Street SE Washington, DC 20374-5018 United States (b) (6)			
14 PLACE OF INSPECTION AND ACCEPTANCE Nicholas Thottam 1314 Hardwood Street SE Washington, DC 20374-5018 United States					15 REQUISITION OFFICE (Name, symbol and telephone no.) Wesley S Mellon 100 S Independence Mall W PHILADELPHIA, PA 19106-3400 United States (b) (6)			
16 F O B POINT Destination			17 GOVERNMENT B/L NO		18 DELIVERY F O B POINT ON OR BEFORE 09/28/2021		19 PAYMENT/DISCOUNT TERMS NET 30 DAYS / 0 00 % 0 DAYS / 0 00 % 0 DAYS	
<p align="center"><b>20. SCHEDULE</b></p> <p>A Alliant 2 task order 47QFMA20F0038 is awarded to Deloitte Consulting LLP as a Hybrid - Firm Fixed Price (FFP) and Time and Materials (T&amp;M) order, with cost reimbursable travel, to support the Naval Facilities Engineering Command (NAVFAC) Enterprise Digital Transformation and Analysis requirement</p> <p>B The Period of Performance includes a Base Year of 09/30/2020 through 09/29/2021 with four one-year option periods This order incorporates the Performance Work Statement dated 08/25/2020, the Quality Assurance Surveillance Plan (Appendix B), and accepts the contractor's proposal dated on 09/09/2020</p> <p>C The total potential value for the entire period of performance, including optional CLINs, is \$30,405,747 11 (composed of (b) (4) in the Base Year; (b) (4) in Option Year 1; (b) (4) in Option Year 2; (b) (4) in Option Year 3; (b) (4) in Option Year 4)</p> <p>D In accordance with FAR 52.232-22 Limitation of Funds, Incremental funding is hereby provided upon award of order #47QFMA20F0038 to the base period of performance in the amount of \$2,711,559 00 and is applied as follows: Task Item 0001 Mandatory Labor T&amp;M (b) (4) Task Item 0006 Base Year CAF - (b) (4)</p> <p>The Contractor is not authorized to exceed this funded amount unless authorized in writing by the GSA Contracting Officer</p>								
ITEM NO (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)			
0001	BY Task 1: Program Management and CIO Support	1	lot	(b) (4)	(b) (4)			
0006	BY CAF	1	lot	(b) (4)	(b) (4)			

**Performance Work Statement (PWS)**  
**Naval Facilities Engineering Command (NAVFAC)**  
**Command Information Office (CIO)**  
**Enterprise Digital Transformation and Analytics Services**  
**Acquisition ID: 47QFMA20K0040**  
**Order ID: ID03200038**

## **1. Background**

Naval Facilities Engineering Command (NAVFAC) builds and maintains sustainable facilities, delivers utilities and services, and provides Navy expeditionary combat force capabilities. NAVFAC supports this mission through operational execution across six (6) Business Lines: Capital Improvements, Environmental, Expeditionary, Public Works, Asset Management, and Contingency Engineering. NAVFAC's ability to realize its vision via the Business Lines is dependent on its ability to build and modernize systems to improve their capabilities to capture, store, analyze, reengineer, and report on information and business processes.

NAVFAC will do this by leveraging current data, enhancing Information Technology and Operational Technology (IT/OT); and improving visualization, collaboration, warehousing, and cybersecurity efficiencies and effectiveness. As a result, NAVFAC will enhance insight into the warfighter supply chain that will result in cost reductions, increased customer satisfaction, and leadership approval.

In the Strategic Design 2.0, NAVFAC leadership prioritized the need for NAVFAC to be a data-driven culture by becoming an Analytical Decision-Making organization. To accomplish that, NAVFAC will create a secure framework that inspires high velocity learning and encourages greater employee involvement and participation in process improvement through advanced analytics solutions that drive insight data-driven decisions.

## **2. Scope**

To better align with Federal, Department of Defense (DoD), and Department of Navy (DON) cybersecurity guidelines and mandates, and as part of NAVFAC's overall digital transformation strategy, NAVFAC HQ seeks business system modernization and business intelligence support. This support will help evaluate the existing data management practices and IT/OT infrastructure and establish a more robust infrastructure that includes data management, data analytics, IT/OT modernization support, and innovation to help with improved decision-making, more predictive analysis and risk management, and the establishment and sustainment of a common data governance model across the organization.

The contractor shall support a common data management framework that includes reach back to current stand-alone, sensitive, and authoritative data sources. The contractor shall perform tasks such as governance and policy; data modeling, simulation and management, and the use of data analytics techniques using common reporting tools; data mining and data reporting; and data integration. This support will assist NAVFAC in leveraging both existing and emerging Information Technology platforms to manage complex and disparate datasets and present data in dynamic and innovative fashion.

The contractor shall follow Federal, DoD, and DON cyber security mandates and guidelines that include DoDI 8510.01 and SECNAVINST 5239.3B to transform and enhance NAVFAC's data analytics approach.

### 3. Performance Requirements

#### Task 1 – Program Management & Command Information Office (CIO) Support

The contractor shall integrate their knowledge of technology service delivery with their program and project management expertise to provide program and project management support. This support shall include tracking and reporting, resource management, scheduling, stakeholder management, meeting logistics and facilitation, requirements gathering, proof of concept demonstrations, technology and toolset research of future capabilities, training material, user guidance, and other analytical documentation. The contractor shall provide core data management and advanced analytics support to the CIO, Chief Data Officer (CDO), and Chief Analytics Officer (CAO).

The contractor shall collaborate with NAVFAC leadership to integrate their knowledge of technology service delivery with their program and project management expertise to provide program and project management support across several competencies including Audit, Cloud, Data Management Digital Transformation, and CIO. This support shall include providing subject matter expertise to support strategic roadmap and operational continuity of emerging strategic objectives. Tasks will be inclusive of the development of dashboards and reports to improve the tracking and reporting of complex data using tools such as Tableau and Oracle Reports; business analysis that includes requirements gathering, proof of concept demonstrations, technology and toolset research of future capabilities; the development and management of standard operating procedures; resource management, scheduling, stakeholder management, and meeting logistics and facilitation; the development of training material and job aids, and other analytical documentation.

*Monthly Status Report (MSR)* – The contractor shall develop and submit a Monthly Status Report at least 30 days after Task Order award and on the 10th of each month the Task Order is active. The contractor shall report on performance, schedule, financial, business relations, staffing plan, and key personnel. This includes a Staffing Plan and Personnel Listing necessary for additional data collection.

The contractor shall ensure the initial report includes a projected Plan of Action and Milestones (POA&M) and financial execution plan. The contractor shall include:

- Contract Funds Status Report to include:
  - Total contract award value
  - Total contract funded value
  - Total contract invoiced value
  - Total task order award value
  - Total task invoiced value
  - Actual costs for work performed (ACWP) through last submitted invoice
  - Percentage of funds expended per project/effort/task
  - Forecast of billings to the Government
  - Invoice submission – previous invoice report
  - Estimate to complete (ETC)
  - Estimate at completion (EAC)
  - Status and percentage of work completed

- Updates to the POA&M and narratives to explain any variances
- Inventory Report – the contractor shall track and manage the Government Furnished Equipment/Information issued to personnel assigned to the task order.
- Risk or issues that relate to the project/effort/task
- Personnel assigned to the project/effort/task
- Deliverables or work product assigned to the project/effort/task
- If applicable, notification when obligated costs have exceeded 75% of the amount authorized

*Project Management Plan (PMP)* – The contractor shall deliver a PMP at least 15 calendar days after Task Order award. The plan shall contain information defined by IEEE/EIA Std. 12207.1. The PMP defines the technical and managerial processes necessary to satisfy project requirements. It supports the life cycle characteristics from Life Cycle Data objectives as cited in IEEE/EIA Std. 12207.0.

*Kick Off Meeting* – The contractor shall schedule, coordinate, and host a kick off meeting at the location approved by the Government. This meeting will allow the contractor to brief any tools, strategies, methodologies, or processes to the government team. The meeting shall enable early collaboration to include review the road map, staffing plan, leadership and team member introductions, identification of risks and issues, and review of the deliverables expected. The Kick Off Meeting shall occur within 15 calendar days of Task Order award. The contractor shall submit the kick off briefing at least 24 hours in advance of the due date and will submit meeting minutes and actions no later than 36 hours following the meeting.

*Quality Assurance Plan (QAP)* – The contractor shall develop and maintain a QAP that outlines how the contractor will meet contract requirements and program objectives. The QAP shall be defect-free. Thirty (30) days after Task Order award, the contractor shall provide to the government a copy of its QAP. The contractor shall ensure their quality assurance meets the following key criteria:

- Establish documented, capable, and repeatable processes
- Track issues and associated changes needed
- Monitor and control critical product and process variations
- Establish mechanisms for feedback of field product performance
- Implement an effective root-cause analysis and corrective action system
- Establish methods and procedures for continuous process improvement

*Integrated Master Schedule (IMS)* – The contractor shall develop and maintain an IMS by logically networking detailed program activities. The schedule shall contain the planned events, milestones, accomplishments, exit criteria, and activities from Task Order award to the completion. The IMS shall quantify risk in hours, days, or weeks of delay and provide optimistic, pessimistic, and most likely duration for each IMS activity and event. The IMS shall be delivered within 15 calendar days of Task Order award.

*Meetings* – The contractor shall participate in and facilitate meetings that will include both government and contract stakeholders. The contractor shall perform tasks that include meeting agenda and minutes, meeting scheduling and logistics, and action and issue tracking.

*Business Process Mapping and Process Reengineering* – The contractor shall facilitate requirements meetings and working sessions with Business Directorate (BD) stakeholders and use industry-standard methods, principles and tools to elicit, document, and analyze current business processes to perform process mapping and process reengineering to achieve improved timeliness, quality and effectiveness. During these discussions, the contractor shall interview stakeholders to understand their data and digital requirements with the intent to document them for future analysis.

In support of CIO1, the contractor shall:

- Continue to operationalize the Data Governance Strategy through the management of the Enterprise Data Warehouse (EDW) Change Request Process, which documents and brings data from source systems to NAVFAC's EDW. Currently there are **5 change requests actively being worked**, and **6 more in the pipeline** near submission.
  - Total Force Dashboard Suite - Consolidating workforce-related data from NAVFAC and CNIC systems for enterprise-wide reporting and analytics.
  - RMF Dashboard ETL Update – Adjusting current ETL scripts to account for source system changes to data structure, which have impacted the current RMF Dashboards' usability.
  - eMASS RMF Step 3 Data Migration – Establishing an automated pipeline to pull the latest RMF process information for NAVFAC systems to the EDW.
  - Maximo BuildingTicketStatus Data Mart – Creating a data mart of data from 13 different Maximo tables to enable a new dashboard to provide end users with the ability to search and view the latest status on their open tickets.
  - NFACTS Data Migration – Initial migration of NFACTS data to the EDW to support reporting and analytics on course registrations.
- Expand NAVFAC's and CNIC's data sharing capabilities through the establishment of EDW-to-EDW interfaces to share cross dependent data between the two organizations (e.g., PPV Housing data, Maximo Workorder data).
- Improve the data quality within the EDW through the stand-up of the Data Quality Issue Escalation Process, which provides a formal avenue for analytics users to raise any data quality issues identified on EDW data and get it corrected at the source of the issue
- Develop and distribute quarterly Data Management and Analytics Newsletters to the CIO, NAVFAC Flag Officers, other executive leadership, and the entire NAVFAC data community to promote cross system reporting through the EDW
- Create a 5 Year Data Management Vision for what the NAVFAC data landscape should look like in 5 years, providing a "north-star" for the Command to work towards
- Operationalize a Data Cataloging tool to provide a centralized repository for all the data and associated metadata in the EDW. Once a Cloud tool is available, the CDO will need to retroactively add all Data Dictionary information into the catalog, work with Data Stewards to help categorize data that has yet to be defined, and conduct Data Cataloging Tool Training

- Improve Change Request tracking tool, HPESM, to reflect changes in the Change Request process and to set up a connection to analytical dashboards through the EDW. Design changes have been developed and approved and are now waiting on implementation
- Complete the following deliverables:
  - FY21 Q2 Data Management and Analytics Newsletter
  - FY21 Q3 Data Management and Analytics Newsletter
  - Monthly updates of Command Data Office KPI Tableau Dashboards
  - 5 Year Data Management Vision
  - FY21 Q3 Data Management Quarterly Forecasting Deck
  - FY21 Q4 Data Management Quarterly Forecasting Deck
  - Finalized TMWS BIMS ISA – Data Management
  - Artifacts for all submitted Data Management Change Requests
  - Consolidated Data Dictionary for all implemented Data Management Change Requests
  - Updated list of Data Stewards – Data Management

In collaboration with NITC, to support audit remediation efforts, the contractor shall:

- Provide audit findings remediation support for iNFADS, Maximo (Priority 1), and NORM systems
  - Update iNFADS and Maximo Configuration Management (CM) Standard Operating Procedure (SOPs) in efforts to remediate multiple findings
  - Develop Operating System/Database (OS/DB) Access Management SOP
  - Develop Source Management Access Management (AM) SOP
  - Develop NORM Access Management (AM) SOP
  - Design and assist in the implementation of compensating controls for FY2018 – FY2020 to mitigate financial risk for multiple iNFADS interface audit findings
  - Conduct a quarterly User Access Recertification (UAR) for iNFADS privileged users
  - Initiate Segregation of Duties (SOD) matrix analysis to identify conflicting roles for Maximo to remediate multiple FY2020 audit findings
- Support FY2021 audit walkthroughs for iNFADS and NORM
  - Lead a pre-audit walkthrough with iNFADS and NORM ITPM and Functional PM
  - Participate in the auditor walkthrough and support stakeholders on Provided by the Client (PBC) request
  - Create Correction Action Plans (CAPs) and Plan of Actions and Milestones (POA&Ms) for FY2021 audit findings
- Complete the following deliverables:
  - iNFADS and Maximo CM SOP

- OS/DB AM SOP
- Source Management SOP
- Quarterly iNFADS privileged user UAR
- Completed CAPs and POA&Ms update to DTT

*Technology Triage* – The contractor shall provide technology analysis services as they pertain to digitalization policy and implementation. Evaluate field level collaboration systems and ensure they align to enterprise and command Headquarters direction. The contractor shall assess feasibility on various “over the horizon” technologies such as, but not limited to Robotic Process Automation (RPA), Condition Based Maintenance, Artificial Intelligence, Machine Learning, and others as directed. The contractor shall perform ongoing reviews of business processes, develop optimization strategies, and conduct meetings and presentations to share results of technology analysis and implementation.

The contractor shall work collaboratively with the cloud team, located at NITC to:

- Deploy Automated Burn Report in production and continue to refine and develop based on the Brokerage customizations and Mission Owner requests
- Develop a Change Request Form and Change Request Artifact Guidelines for the NAVFAC Cloud Brokerage Change Control Management
- Develop, as requested, additional Change Control Management artifacts such as Change Control Board Presentation Template, Change Control Calendar Template, and Memorandum of Agreement
- Continue to revise and test Intelink portal including troubleshooting issues and adding new features per the backlog
- Provide programmatic support as requested like assisting New Mission Owner Kick-Off Meetings and New Mission Owner Onboarding, collecting and distributing NAVFAC Cloud Brokerage reporting and metrics, supporting coordination/integration with NCCS/PMW-270 per the DON Cloud Policy released December 2020, etc.
- Complete the following deliverables:
  - Cloud Brokerage V1 Automated Burn Report
  - Cloud Brokerage Change Request Form
  - Cloud Brokerage Change Request Artifact Guidelines
  - Additional Cloud Brokerage Change Control Management artifacts (as requested)

Additionally, in support of BD stakeholders, the contractor shall provide:

- Analytics Strategy/Governance support to help the Command Analytics Officer (CAO) to mature the Analytics Enterprise Shared Services (ESS) organization by evolving tools, processes, and procedures
- Training and Communications support to advance capabilities of hubs to strengthen our SYSCOM team and accelerate the adoption of analytics driven decision making across the Command



- Analytics Foundry Prototyping support to accelerate adoption of analytics through HQ CAO support of priority use cases and near-real time reporting through automated data feeds
- Advanced Analytics and Data Science support to explore and pilot opportunities to use Artificial Intelligence and Machine Learning to drive innovation
- Complete the following deliverables:
  - Hub Tableau landing pages
  - Dashboard User Guides, Calculation Guides, and Change Request (CR) Documentation for prototypes
  - Community Management Tableau dashboard
  - Total Force Resource Allocation Plan (RAP) Tableau dashboard
  - Prioritized list of advanced analytics and data science use cases

Additionally, in support of CIO1, the contractor shall:

- Provide NAVFAC Enterprise portal sustainment support by responding to STS requests from NAVFAC HQ private portal users
- Provide portal training and guidance to users on the basic functionality of the private portal
- Provide support to content managers to enhance, troubleshoot, or update the Enterprise Portal

## Task 2 – Data Analytics & Planning (Optional)

Optional Requirements will be funded at the time they are exercised. The requirements described in this section of the PWS correspond with CLIN x002 (Task 2).

The Government shall have the unilateral right to exercise options in whole or in part.

For proposal purposes, include the labor categories with CONUS and OCONUS labor rates that will be used to fulfill the Data Analytics & Planning requirements.

At the time of exercising optional services the Government will definitize requirements in a Technical Direction Letter (TDL) that:

- Defines the duration, extent of support, and nature of work to be performed;
- Specifies the place(s) of performance and technical details about the project;
- Identifies the deliverables and associated due dates;
- Defines operating hours within which support is required;
- Identifies any travel requirements;
- Specifies any special procedures or security clearance requirements.

The Contractor shall respond to this TDL in writing within seven (7) days, or as otherwise specified in the TDL, with a proposal showing the staffing plan to meet the government's requirements.

TDLs may be exercised on a Firm Fixed Price or Time & Material basis. TDLs may be issued on a severable or non-severable basis.



## Task 2 Requirements

*Data Visualization* – The contractor shall leverage NAVFAC approved tools and technology to create data visualization images in the form of dashboards and other graphical representations of information in order to provide an accessible way to see and understand trends, outliers, and patterns in data. The contractor shall work with both senior leaders and field level stakeholders to perform risk management and predictive analytics.

*Strategy* – The contractor shall provide Subject Matter Expertise to support the overall governance framework and data that includes data standardization, data quality and data handling, data modeling and business glossary documentation, Master Data Management (MDM) and Enterprise Data Warehouse (EDW).

*Data Mining* – The contractor shall collect, extract, or analyze large or complex datasets using automated or semi-automated techniques to discover meaningful patterns or knowledge to support a more predictive data analysis environment. Using the data and metadata and standard tools, the contractor will create Extract, Transform, Load (ETL) procedures or tools. As directed, the contractor shall use NAVFAC, DON, or the Cross-industry Standard Process for Data Mining (CRISP-DM) methodology to perform these activities.

*Data Analytics* – Data Analytics is a foundational part of the NAVFAC digital transformation strategy. The contractor shall support an enterprise data management effort that involves significant data inventory, cleansing, and ontology development to enable improved data management and standardization across the enterprise. The data analytics effort is a prerequisite to enhancing the current digital strategy that integrates more dashboards that are dynamic across numerous existing databases to improve leadership decision making, allow for more dynamic and flexible reporting capabilities, and enable a more immediate risk management strategy across the command.

The contractor shall perform data analytics using NAVFAC approved tools and techniques to enable four types of data analytics:

- Descriptive – the analysis of large datasets to describe outcomes to stakeholders, Key performance indicators or metrics help track performance
- Diagnostic – the use of investigative techniques to determine the cause of data results that may include identifying anomalies, and identifying trends and relationships in data
- Predictive – the use of historical data to identify trends and use that insight to predict future trends. This could include the use of statistical and machine learning techniques such as neural networks, decision trees and regression analysis
- Prescriptive – the use of data to help with data-driven decision; these techniques rely on machine learning strategies to identify patterns in large datasets

*Analytics Enterprise Shared Services Capabilities* – The contractor shall define the shared services advanced processes and procedures across NAVFAC's enterprise for delivering consistent analytics work products. The contractor shall support the development and execution of a strategy to move NAVFAC's

Enterprise Shared Services capabilities from the Initial Operating Capability (IOC) to the Full Operating Capability (FOC).

*Enterprise Business Solutions* – The contractor shall develop and deploy specified IT solutions that incorporate prioritized features, attributes, business functions, behaviors, interfaces, architecture, business logic, algorithms or analytic schema, that integrate with existing and planned functionality or systems. The contractor shall ensure all business solutions integrate into the overall NAVFAC and Navy Enterprise Information Architecture (EIA).

*Training* – The contractor shall support training activities that include the development and update of training plans, training documents, user guides, and job aids. A standard training curriculum shall be developed, where applicable, to foster seamless transition between systems or tasks to ensure government sustainment. Training shall include hands-on, practical, rotation of government personnel, and standard operating procedures and guidelines debriefs. A critical part of support includes the hand off to government stakeholders. The contractor shall allow government teams to shadow the technical teams in the setup, configuration, and fielding of processes or systems to give them the basis to hand off tasks. Formal training shall occur over the lifecycle of any system, application, or task. Data Steward training materials and curriculum shall be developed that follows the existing process and guidance.

### **Task 3 – Data Management & Controls (Optional)**

Optional Requirements will be funded at the time they are exercised. The requirements described in this section of the PWS correspond with CLIN x003 (Task 3).

The Government shall have the unilateral right to exercise options in whole or in part.

For proposal purposes, include the labor categories with CONUS and OCONUS labor rates that will be used to fulfill the Data Management & Controls Services requirements.

At the time of exercising optional services the Government will definitize requirements in a Technical Direction Letter (TDL) that:

- Defines the duration, extent of support, and nature of work to be performed;
- Specifies the place(s) of performance and technical details about the project;
- Identifies the deliverables and associated due dates;
- Defines operating hours within which support is required;
- Identifies any travel requirements;
- Specifies any special procedures or security clearance requirements.

The Contractor shall respond to this TDL in writing within seven (7) days, or as otherwise specified in the TDL, with a proposal showing the staffing plan to meet the government's requirements.

TDLs may be exercised on a Firm Fixed Price or Time & Material basis. TDLs may be issued on a severable or non-severable basis.

**Task 3 Requirements**

The contractor shall collaborate and support the Command Information Officer (HQ & NITC), Command Data Officer (CDO), and the Command Analytics Office (CAO) in order to coordinate process, policy, and governance with the NAVFAC Data Hub model. The contractor shall support data standardization and data cleansing efforts working with the command on the command strategic design initiatives, deploy toolboxes, dynamic dashboard functionality, Data migration, support cloud migration efforts, and facilitate requirements definition.

*Data Governance and Strategy* – The contractor shall support the execution of NAVFAC’s Data Governance Strategy. The contractor will provide support services to update, enhance, and integrate new processes, policies, and other guidance into the overall Governance and Strategy document. This supports the Data Governance Board (DGB), the EDW change request process, enterprise data cataloging, data standardization, data quality metrics, and the development of technical requirements to establish data marts in the EDW.

*Master Data Management Strategy* – The contractor shall support the rollout of the NAVFAC’s Master Data Management Strategy (MDM) to assist NAVFAC in continuously maturing each pillar of NAVFAC’s MDM approach.

*Business Intelligence Framework* – The contractor shall help create and manage a business intelligence framework that establishes data usage rules and governance policies for the EDW and the organization. The framework will help establish governance for the data analytics efforts that include technology, business processes, and data management. The contractor shall support the framework acting as data stewards to help oversee data and data structures, ensure implementation of the rules and policies in place. The contractor shall use NAVFAC’s standard tools to automate processes in support of the overall EDW and data management strategy.

*Enterprise Architecture* – The contractor shall ensure all technology or IT solutions align with the command’s Enterprise Architect strategy. The contractor shall create or update documentation for current and new system architectures and ensure all architecture products meet DoD architecture standards and frameworks, such as but not limited to, Defense In Depth Functional Implementation Architecture (DFIA) and Department of Defense Architectural Framework (DODAF). The contractor shall identify best practices and communications between services internal to NAVFAC and between NAVFAC and external interfaces and data sources. The contractor shall incorporate the architecture outputs through an architecture roadmap and continue to build out NAVFAC’s internal Enterprise Architecture repository to enable analysis and solution integration.

*Business Intelligence Technology* – The contractor shall help define, design, develop, build, test, secure, and deploy specified solutions that incorporate the prioritized capabilities, features, attributes, functions, behaviors, interfaces, architecture, algorithms or analytic schema to support NAVFAC business needs and ensure all solutions are integrated into the command’s Development, Security, and Operations environment and enterprise architecture. The contractor shall help perform requirements identification, development, prototyping, modeling and simulation, testing and evaluation, and

deployment. The contractor shall have senior data analysis experience in Tableau Server/Desktop, Python, R, Toad, SQL Developer, Microsoft Power BI, COGNOS, and Cloud Data Tools. The contractor will be responsible for active participation, artifact development, and support of the NAVFAC system accreditation processes for all systems approved to enter the technology delivery lifecycle.

*IT/OT Data Modernization* – The contractor shall enhance the data infrastructure by supporting modernization and enhancement of the IT/OT infrastructure technology and processes. The contractor shall leverage industry-driven knowledge, innovation, best practices, and NAVFAC approved tools to support modernization efforts that are a central pillar of digital transformation. With innovation, NAVFAC will be able to bypass traditional data architectures to accommodate a more flexible and dynamic data infrastructure that includes a more integrated data management approach and cloud technology.

*Audits and Data Management Controls* – The contractor shall provide IT Controls support in support of financial transformation, cybersecurity resiliency, and cloud readiness initiatives. The contractor shall support NAVFAC audits and implementation of data management controls on various IT systems. The contractor shall provide analysis that is connected and informed by the NAVFAC Data Hub model. The data hub model will require support to seven major NAVFAC sub commands to develop, deploy, and maintain a data hub concept. Each of the data hubs will require a set of governance and management policies, coordination with HQ policy implementation, and a development of a performance based feedback model. This requirement is in addition to delivering the technical capabilities required to provide value for each of the Data hubs.

#### **Task 4 - Digital Transformation & Modernization (Optional)**

Optional Requirements will be funded at the time they are exercised. The requirements described in this section of the PWS correspond with CLIN x004 (Task 4).

The Government shall have the unilateral right to exercise options in whole or in part.

For proposal purposes, include the labor categories with CONUS and OCONUS labor rates that will be used to fulfill the Digital Transformation & Modernization Services requirements.

At the time of exercising optional services the Government will definitize requirements in a Technical Direction Letter (TDL) that:

- Defines the duration, extent of support, and nature of work to be performed;
- Specifies the place(s) of performance and technical details about the project;
- Identifies the deliverables and associated due dates;
- Defines operating hours within which support is required;
- Identifies any travel requirements;
- Specifies any special procedures or security clearance requirements.

The Contractor shall respond to this TDL in writing within seven (7) days, or as otherwise specified in the TDL, with a proposal showing the staffing plan to meet the government's requirements.

TDLs may be exercised on a Firm Fixed Price or Time & Material basis. TDLs may be issued on a severable or non-severable basis.

#### Task 4 Requirements

*Digital Transformation Strategy and Roadmap* - The contractor shall facilitate the development of a detailed enterprise digital transformation strategy linked to key organizational objectives and NAVFAC's strategic roadmap to lay out the path to move NAVFAC towards their vision for digital transformation. The contractor shall:

- Conduct research, both internal and external to the Navy, to understand organizational and NAVFAC stakeholder needs
- Develop an initial list of potential digital initiatives based on the research
- Develop and facilitate a series of workshops to rapidly develop insights into the digital transformation strategy and align stakeholders
- Conduct prioritization exercises with key stakeholders to vet potential digital initiatives to ensure they meet stakeholder needs
- Refine digital initiatives based on results of workshops
- Develop digital strategy and roadmap

*Digital Capability Platform* - The contractor shall design and implement a repeatable platform upon which the digital capabilities can be developed or scaled and delivered. The contractor shall:

- Tailor the digital operating model to include capabilities such as ecosystem partnering and management, day-to-day scrum management, project execution governance, resource management, and other capabilities that allow the platform to execute digital pilots
- Create a mechanism through which NAVFAC stakeholders can articulate digital capability needs for development by the platform
- Stand up a cross-functional team that allows the CIO to deliver digital capabilities to the organization that materially impact core mission functions across core domains, such as advanced analytics, artificial intelligence adoption, digital engineering adoption, and other transformative capabilities
- Use agile methodologies to deliver Minimum Viable Product (MVP) digital capabilities across domains
- Develop methodology by which the platform can scale organic digital capability prototypes developed across the enterprise

*Digital Operating Model Governance and Sustainment* - The contractor shall develop the governance structure and sustainment methodology and approach for NAVFAC's digital platform and capabilities:

- Create a central PMO function that manages the day-to-day operations of the digital platform, including governance, portfolio management, metrics and reporting, integration, and dissemination of best practices to subordinate groups as needed
- Define governance and operating model for the digital platform
- Facilitate the evaluation and refinement of the digital transformation strategy
- Support strategic communications and marketing of the digital platform to the NAVFAC enterprise by developing and executing communications and marketing plans

- Develop and launch a change management program that uses an iterative and highly tailored approach to addressing common change management issues associated with digital transformations to facilitate digital adoption and continuous learning

*Systems Modernization* – The contractor shall provide Cloud strategy and migration support as part of the digitalization effort. NAVFAC, as a Navy Cloud Broker, will require services to support service catalogue development, demand signal intake management, and DevSecOps development.

*Technology Innovation* - The contractor shall provide innovation services based on potential process improvements, technology insertions, system enhancements, and standard upgrades.

*Enterprise Innovation Initiatives* – The contractor shall support the design and development of an ongoing enterprise digital strategy to include innovation initiatives that will support the shift to a digital and consolidated organization. The contractor shall also support the development and deployment of integrated information systems, which includes the integration of technical components, information technology components, organization components, and documentation. Integration projects can support a wide range of agency functions.

The contractor shall review current business processes, perform data analysis to prioritize areas of improvement, review and assess the current design and effectiveness of key management control activities, and determine whether improvements are needed or feasible. The initiatives shall be based upon a cost benefit analysis whereby the end product will quantify a positive financial return on investment, eliminate timely process delays, decrease manual transactions, and improve data quality.

The rationalization shall clearly outline and compare, using a business case analysis or cost benefit analysis as directed, to show improved task execution time, resource consolidation, and potential benefit of industry best practices. Additional justification may be required based on mission and/or command goals provided by the internal or external requestor and will be evaluated on a case by case basis.

The contractor shall work with the customer to build development plans and implement those plans to include outlining the requirements, translating the requirements to show possible funding and POM implications, explicitly illustrating how the requirements will integrate with current processes and technology platforms, and developing executable deployment plans to deliver innovative solutions. In the case of technology innovation initiatives, the contractor shall use established and approved technical capabilities within the enterprise to the maximum extent possible. The contractor shall leverage all DON enterprise licensing and procurement vehicles as the first option in solution proposals.

The contractor shall support NAVFAC in its efforts to test, validate, and deploy all new technologies, procedures, and policies. The contractor shall develop a “digital twin” to facilitate the successful deployment of a digital transformation concept. The contractor shall dynamically make updates based on vague and incomplete data and guidance to multiple strategic objects within the Digital Transformation delivery model. Systems modernization requires a significant effort in coding and redevelopment and design as a majority of NAVFAC systems are GOTs and based on antiquated and unsecure code bases. The contractor shall assist NAVFAC with its financial transformation initiative,

which will require expertise across finance, accounting, and technology. This contractor shall apply its knowledge of government financial management, real property, inventory, and public works processes and procedures in conjunction with its expertise in finance, accounting, and technology.

#### 4. Key Personnel

The contractor shall identify skilled, experienced Key Personnel resources that will be essential to the work performed. Key Personnel work off-site. Key Personnel will meet with Government stakeholders on site at the Washington Navy Yard weekly and as requested.

Identify all key personnel by name, title, job classification, email, phone, position, and company name.

*Table 1 – Key Personnel Description*

Key Personnel Title	Description
Senior Information Technology Project Manager	Responsible for all aspects of the development and implementation of assigned projects and provides a single point of contact for those projects. Takes projects from original concept through final implementation. Interfaces with all areas affected by the project including end users, computer services, and client services. Defines project scope and objectives. Develops detailed work plans, schedules, project estimates, resource plans, and status reports. Conducts project meetings and is responsible for project tracking and analysis. Ensures adherence to quality standards and reviews project deliverables. Manages the integration of vendor tasks and tracks and reviews vendor deliverables. Provides technical and analytical guidance to project team. Recommends and takes action to direct the analysis and solutions of problems.
Data Scientist	Under general supervision, analyzes and interprets digital data such as large datasets from NAVFAC databases and statistics. Use industry-standard data mining methods and tools to collect, aggregate, and analyze data to meet data management goals and objectives. Enhance and implement procedures to build and optimize data management strategy. Includes analysis of business and user needs, documenting requirements, and revising existing data sets as needed.
Business Intelligence Analyst (2)	Establishes, manages, updates, and analyzes complex data and information to use for informed decision making to support the organization's mission. Designs, uses, and updates processes and reports to support business intelligence and data management efforts. Strong attention to detail with the ability to assess



	complex datasets and interpret them independently.
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The contractor shall designate key personnel shown in Table 1 – Key Personnel Description and shall not replace or move the contractor from the task without at least two weeks’ notice to the NAVFAC Technical Point of Contact and the GSA Contracting Officer’s Representative (COR). If any change to the key personnel position becomes necessary (substitutions or additions), the contractor shall immediately notify the GSA Contracting Officer in writing, accompanied by the resume of the proposed replacement personnel who shall be of equal ability and qualifications as the individuals currently approved for that category.

- No substitution or replacement of the key personnel shall be approved within the first ninety (90) days after contract award
- All requests for approval of changes hereunder must be in writing, via email, and provide a detailed explanation of circumstances necessitating the proposed change. Request for changes shall be made when the need is identified. The request must provide:
  - A resume to the Government for comparison of skills and qualifications to those set forth in PWS
  - A signed employee procurement integrity agreement and commitment letter

## 5. Data Rights

FAR 52.227-14 Rights in Data-General applies.

## 6. Security Position Requirements

Pursuant to DoDI 8500.01, DoD 8570.01-M, SECNAVINST 5510.30, SECNAV M-5239.2, and applicable to unclassified DoD information systems, a designator is assigned to certain individuals that indicates the level of IT access required to execute the responsibilities of the position based on the potential for an individual assigned to the position to adversely impact DoD missions or functions. As defined in DoD 5200.2-R (and subsequent revisions), SECNAVINST 5510.30 and SECNAV M-5510.30, three basic DoN IT levels/Position categories exist:

- IT-I (Privileged access)
- IT-II (Limited Privileged, sensitive information)

Note: The term IT Position is synonymous with the older term Automated Data Processing (ADP) Position (as used in DoD 5200.2-R, Appendix 10).

Investigative requirements for each category vary, depending on the role and whether the individual is a U.S. civilian contractor or a foreign national. The contractor PM shall assist the GSA Project Manager and NAVFAC Technical Point of Contact in determining the appropriate IT Position Category assignment for all contractor personnel. All required Single-Scope Background Investigation (SSBI), SSBI Periodic Reinvestigation (SSBI-PR), and National Agency Check (NAC) adjudication shall be performed Pursuant to DoDI 8500.01 and SECNAVINST 5510.30. Requests for investigation of contractor personnel for fitness determinations or IT eligibility without classified access are submitted by NAVFAC Security Office, processed by the Office of Personnel Management (OPM), and adjudicated by Department of Defense Consolidated Adjudications Facility (DoD CAF). IT Position Categories are determined based on the following criteria:

**IT-I Level (Privileged)**

Personnel in this position support cybersecurity roles at command enclave infrastructure to include RDT&E, Data Centers and any other network and/or are responsible for the planning, direction, and implementation of a computer security program; major responsibility for the direction, planning and design of a computer system, including the hardware and software; or, can access a system during the operation or maintenance in such a way, and with a relatively high risk for causing grave damage, or realize a significant personal gain. Personnel whose duties meet the criteria for IT-I Position designation shall have a favorably adjudicated Tier 5 (T5) investigation (formerly a Single Scope Background Investigation (SSBI) or SSBI-PR). The T5 is updated a minimum of every 5 years. Personnel assigned to designated IT-I positions shall have a U.S. citizenship unless a waiver request is approved by CNO. IT-1 roles include operation of the following:

- Boundary Devices Management (proxies, firewalls, traffic analyzers, VPN Gateways)
- Intrusion Detection/Prevention Systems (IDS/IPS)
- Host Based Security Systems (HBSS) and associated ePolicy Orchestrator (EPO) server
- Network infrastructure (routers, switches, enterprise wireless)
- Domain and Authentication System Administrators (Active Directory, LDAP, Kerberos, etc.) (enclave wide scope)
- Credentialed Vulnerability Scanner Operators (Retina, ACAS, HP Web Inspect, etc.)
- Virtualization Technology Administrators that host any of the above (ESX, Solaris Zones, etc.)

**IT-II Level (Limited Privileged)**

Personnel in this position support the direction, planning, design, operation, or maintenance of a computer system, have privileged access to assets and systems that are tenants on Dept of Navy networks whose work that is technically reviewed by a higher authority at the IT-II Position level to insure the integrity of the system. Personnel whose duties meet the criteria for an IT-II Position shall have a favorably adjudicated Tier 3 (T3) investigation (formerly National Agency Check with Law and Credit (formerly ANACI/NACLC). Personnel assigned to designated IT-II positions shall have a U.S. citizenship unless a waiver request is approved by CNO. Examples of IT-II roles include the following:

- Webserver Administrators
- Developers
- Testers
- Database Administrators

**IT-III Level (Non-privileged)**

Personnel in this position support include all other positions (not considered IT-I or IT-II) involved in computer activities. A contractor in this position has non-privileged access to one or more DoD information systems/applications or database to which they are authorized access. Personnel whose duties meet the criteria for an IT-III Position designation shall have a favorably adjudicated Tier 1 (T1) investigation National Agency Check with Written Inquiries (formerly NACI).

**7. Cybersecurity Requirements**

Cybersecurity (which replaced the term Information Assurance (IA)) is defined as prevention of damage to, protection of, and restoration of computers, electronic communications systems, electronic communications services, wire communication, and electronic communication, including information

contained therein, to ensure its availability, integrity, authentication, confidentiality, and nonrepudiation.

Contractor personnel shall perform tasks to ensure that Navy applications, systems, and networks satisfy Federal/DoD/DON/Navy cybersecurity requirements.

*Cybersecurity Personnel* - The Cybersecurity Workforce (CSWF) elements include contractors performing functions in designated Cyber IT and Cybersecurity positions. In accordance with DFARS Subpart 5239.71, DoDD 8140.01, SECNAVINST 5239.20A, and SECNAV M-5239.2, contractor personnel performing cybersecurity functions shall meet all cybersecurity training, certification, and tracking requirements as cited in DoD 8570.01-M and subsequent manual [DoD 8140] when applicable prior to accessing DoD information systems. Proposed contractor CSWF personnel shall be appropriately qualified prior to the start of the performance period or before assignment to the contract during the course of the performance period.

Contractors that access Navy IT shall also follow guidelines and provisions documented in Navy Telecommunications Directive (NTD 10-11) and are required to complete a System Authorization Access Request (SAAR) – Navy form as documented in Para 8.2.2.4(b).

Contractor personnel with privileged access shall acknowledge special responsibilities with a Privileged Access Agreement (PAA) IAW SECNAVINST 5239.20A.

*Design, Integration, Configuration or Installation of Hardware and Software* - The contractor shall ensure any equipment/system installed or integrated into Navy platform will meet the cybersecurity requirements as specified under DoDI 8500.01. The contractor shall ensure that any design change, integration change, configuration change, or installation of hardware and software is in accordance with established DoD/DON/Navy cyber directives and does not violate the terms and conditions of the authorization issued by the appropriate Authorization Official. Contractors that access Navy IT are also required to follow the provisions contained in the DON CIO Memorandum: Acceptable Use of Department of the Navy Information Technology (IT) dtd 12 Feb 16. Use of blacklisted software is specifically prohibited and only software that is registered in DON Application and Database Management System (DADMS) and is Functional Area Manager (FAM) approved can be used as documented in Para 4.3.2. Procurement and installation of software governed by DON Enterprise License Agreements (ELAs) – Microsoft, Oracle, Cisco, Axway, Symantec, ActivIdentity, VMware, Red Hat, NetApp, and EMC shall be in accordance with DON CIO Policy and DON ELAs awarded.

*Cybersecurity Workforce (CSWF) Report* - In accordance with DFARS clause 252.239-7001 and DoD 8570.01-M, the contractor shall identify CSWF personnel. The contractor shall develop, maintain, and submit a monthly CSWF Report (CDRL A003) identifying CSWF individuals who are cybersecurity trained and certified.

The contractor shall be responsible for collecting, integrating, and reporting all subcontractor personnel. See applicable DD Form 1423 for additional reporting details and distribution instructions. Although the minimum frequency of reporting is monthly, the GSA COR can require additional updates at any time.

The contractor shall verify with the GSA COR and NAVFAC Technical Point of Contact, or other Government representative, the proper labor category CSWF designation and certification requirements. The primary Point-of-Contact (POC) for all related CSWF questions is the Command CSWF Program Manager (PM).

## 8. Personnel Requirements

Contractors shall possess the proper DoDD 8140, DoD 8570.01-M and DON M-5239.2 cybersecurity workforce education, certification and training. These same individuals must hold a Common Access Card (CAC) or be able to obtain a CAC within 30 days of contract award.

Contractor shall possess and maintain an active Top Secret/Sensitive Compartmented Information (TS/SCI) facility clearance level at the time of award. Key Personnel are required to hold a TS/SCI at contract award. It is expected that all contracted employees at a minimum will be categorized as either IT-II Level or IT-I Level.

Before any privileged and general user accounts are issued all users shall complete System Access Authorization Request – Navy (SAAR-N) form (OPNAV 5239/14), and Cyber Awareness Training completion certificate on file with NAVFAC Headquarters CIO. These training requirements shall be met annually.

Contractor personnel with privileged access shall acknowledge special responsibilities with a Privileged Access Agreement (PAA) in accordance with SECNAVINST 5239.20A.

Contractors shall obtain and maintain access to specified systems that include but are not limited to:

- eMASS in order to manage authorization packages.
- VRAM
- NAVFAC's portal
- The Secret Internet Protocol Router Network (SIPR-NET)
- NAVFAC Naval Systems Engineering Resource Center (NSERC) account.

## 9. Deliverables

The following listing identifies the deliverables required under this Task Order. The contractor shall establish a practical and cost-effective system for developing and tracking the required deliverables generated under each task. The contractor shall not develop any deliverable classified TOP SECRET with SCI.

The contractor shall submit an unclassified Monthly Status Report (MSR) for the previous month to the NAVFAC Technical Point of Contact and the GSA COR in the GSA ASSIST Portal.

Deliverable	Due Date
Monthly Status Report (MSR)	Initial: 30 days after Task Order award Reoccurring: 10th of each month
Project Management Plan (PMP)	15 Days after Task Order Award
Kick Off Meeting	15 Days after Task Order award
Quality Assurance Plan (QAP)	30 Days after Task Order award
Integrated Master Schedule	15 Days after Task Order award

FY21 Q2 Data Management and Analytics Newsletter	IAW Government Approved Project Plan and Schedule
FY21 Q3 Data Management and Analytics Newsletter	
Monthly updates of Command Data Office	
KPI Tableau Dashboards	
5 Year Data Management Vision	
FY21 Q3 Data Management Quarterly Forecasting Deck	
FY21 Q4 Data Management Quarterly Forecasting Deck	
Finalized TMWS BIMS ISA – Data Management	
Artifacts for all submitted Data Management Change Requests	
Consolidated Data Dictionary for all implemented Data Management Change Requests	
Updated list of Data Stewards – Data Management	
iNFADS and Maximo CM SOP	
OS/DB AM SOP	
Source Management SOP	
Quarterly iNFADS privileged user UAR	
Completed CAPs and POA&Ms update to DTT	
Cloud Brokerage V1 Automated Burn Report	
Cloud Brokerage Change Request Form	
Cloud Brokerage Change Request Artifact Guidelines	
Additional Cloud Brokerage Change Control Management artifacts (as requested)	
Hub Tableau landing pages	
Dashboard User Guides, Calculation Guides, and Change Request (CR) Documentation for prototypes	
Community Management Tableau dashboard	
Total Force Resource Allocation Plan (RAP) Tableau dashboard	

Prioritized list of advanced analytics and data science use cases	
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**10. Period of Performance**

The period of performance is one (1) 12-month base plus four (4) 12-month option periods, beginning around September 2020.

- Base Period: September 2020 – September 2021
- Option Year 1: September 2021 – September 2022
- Option Year 2: September 2022 – September 2023
- Option Year 3: September 2023 – September 2024
- Option Year 4: September 2024 – September 2025

**11. Places of Performance**

Support of this requirement will be provided at the following locations:

- a. NAVFAC Headquarters Washington Navy Yard, DC
- b. NAVFAC Atlantic (LANT)
  - NAVFAC Europe Africa Central (EURAFCENT)
  - NAVFAC Mid-Atlantic
  - NAVFAC Southeast
  - NAVFAC Washington
- c. NAVFAC Pacific (PAC)
  - NAVFAC Far East
  - NAVFAC Hawaii
  - NAVFAC Marianas
  - NAVFAC Northwest
  - NAVFAC Southwest
- d. Various CONUS and OCONUS locations
- e. Various additional Government Services locations – USMC/USMCFR/USARMY/USAF/USN

**12. Government Points of Contact**

NAVFAC Technical Point of Contact/COR:

Christina Hopkins

NAVFAC CIO-R

IT Resources Lead

NAVFAC Headquarters

1322 Patterson Avenue

Washington, DC 20374

O: 202.685.3317 | M: (b) (6)

E-mail: (b) (6)

GSA Project Manager/COR:

Jason Closs

GSA Federal Acquisition Service (Mid-Atlantic Region)

Assisted Acquisition Service (3QFAA)

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Phone: (b) (6)

jason.closs@gsa.gov

GSA Contract Specialist:

Rajdeep Singh

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GSA Contracting Officer:

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(b) (6) william.houseman@gsa.gov

### 13. Problem Notification Report

Submit a Problem Notification Report (PNR) to the GSA COR, with a copy to the GSA Contracting Officer, within three days of the contractor encountering a problem or risk event that significantly affects the cost, schedule, or performance. All PNRs must be tracked in the MSR until the Government agrees they are resolved.

The PNR shall include, but not be limited to, the following:

- Nature and sources of problem
- Date COR was verbally notified
- If action required by the Government
- If yes, describe Government action required and date required
- If problem impact delivery schedule
- If yes, identify what deliverables will be affected and extent of delay
- If required delivery be brought back on schedule
- Describe corrective action needed to resolve problems
- When will corrective action be completed
- If increased cost to the Government are anticipated

### 14. Contract Discrepancy Report

In the event of unsatisfactory contractor performance, the GSA Contracting Officer will issue a Contract Discrepancy Report (CDR) that will explain the circumstances and findings concerning the incomplete or unsatisfactory service. The contractor shall acknowledge receipt of the CDR and respond in writing as to how they shall correct the unacceptable performance and avoid a recurrence. The Government will



review the contractor's corrective action response to determine acceptability and will use any completed CDR as part of an overall evaluation of contractor performance when determining present or future contractual actions.

#### **15. Orientation/Post Award Conference**

The contractor shall participate in a Government-scheduled post-award orientation in accordance with Federal Acquisition Regulation Subpart 42.5. Within 15 work days of award the contractor shall conduct an orientation briefing for the Government. The intent of the briefing is to initiate the communication process between the Government and Contractor by introducing key task participants and explaining their roles, reviewing communication ground rules, and assuring a common understanding of subtask requirements and objectives. The Orientation briefing's place, date and time shall be mutually agreed upon by both parties within a week from the date of award. The completion of this briefing will result in the introduction of both contractor and Government personnel performing work under this contract. The contractor will demonstrate confirmation of their understanding of the work to be accomplished under this PWS.

#### **16. Travel**

Travel by air shall be negotiated at a fair and reasonable price, not to exceed coach fare. The costs for meals and incidental expenses incurred by contractor personnel shall be considered to be reasonable and allowable to the extent they do not exceed, on a daily basis, the per diem rates set forth in the Federal Travel Regulations (FTR). Travel by privately owned vehicle shall be at the current GSA approved mileage rate. Traveling expenses within a 55- mile radius of a selected delivery facility or location will not be reimbursed.

Except as indicated above, the contractor will be reimbursed for actual travel expenses incurred, in accordance with the FTR and FAR Part 31.205-46 - Travel costs. If the contractor or its representatives incur travel costs in excess of the amount negotiated and agreed upon for each activity, they do so at their own expense.

#### **17. Travel Authorization Requests**

Before undertaking travel, other than local to any contractor off-site location, to any Government site or any other site in performance of this contract, the contractor shall have this travel approved by, and coordinated with, the NAVFAC and GSA CORs. Notification shall include, at a minimum, the number of persons in the party, traveler name, destination, duration of stay, purpose, and estimated cost. Prior to any long distance travel, the contractor shall prepare a Travel Authorization Request for Government review and approval. The Travel Authorization Request shall:

- Be prepared in a legible manner
- Include a description of the travel proposed including a statement as to purpose
- Be summarized by traveler
- Identify the Task Order number
- Identify the CLIN associated with the travel
- Be submitted in advance of the travel with sufficient time to permit review and approval
- Include: Name of each contractor employee and position title , Include a description of the travel proposed including a statement as to purpose, estimated cost

The contractor shall use only the minimum number of travelers and rental cars needed to accomplish the tasks. Travel shall be scheduled during normal duty hours whenever possible. Local travel from off-site locations shall be at the contractor's expense.

#### **18. Contractor Identification**

All contract personnel attending meetings, answering Government telephones, and working in other situations where their contractor status is not obvious to third parties are required to identify themselves as such to avoid creating an impression in the minds of members of the public that they are Government officials. Electronic mail signature blocks shall identify contractor company affiliation. They must also ensure that all documents or reports produced by contractors are suitably marked as contractor products or that contractor participation is appropriately disclosed. Contractor personnel occupying collocated space in a Government facility shall identify their workspace with their name and company/contractor affiliation.

All contractor staff that have access to and use of the Government electronic mail shall identify themselves as contractors on all outgoing e-mail messages, including those that are sent in reply or are forwarded to another user. To best comply with this requirement, the contractor staff shall set up an e-mail signature ("AutoSignature") or an electronic business card ("V-card") on each contractor employee's computer system and/or Personal Digital Assistant (PDA) that will automatically display "Contractor" in the signature area of all e-mails sent.

#### **19. Transition Plans**

Transition-in Plan: The contractor shall submit a transition plan that includes how the contractor will transition the work from the incumbent; a timeline showing the key steps to the transition process; amount of time proposed for the transition period; and any additional information the contractor believes to be important.

The contractor shall keep the Government fully informed of status throughout the transition period. Throughout the transition-in period, it is essential that attention be given to minimize interruptions or delays to work in progress that would impact the mission. The contractor must plan for the transfer of work control, delineating the method for processing and assigning tasks during the transition-in period.

Transition-out Plan: The Transition-Out Plan shall be due sixty (60) calendar days prior to the expiration date of the contract. Upon Government approval, the contractor shall implement its Transition-Out Plan. Prior to the end of the period of performance the contractor shall begin to transition all data, information, training material, all deliverables, to either the Government or contractor to perform the tasks in the PWS.

#### **20. Appendices**

Appendix A – Contract Clauses

Appendix B – Quality Assurance Surveillance Plan

Appendix C – DD 254 REV 00